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Financial reports and audited financial statements, and reports of the Board of Auditors: United Nations

Implementation of the recommendations of the Board of Auditors contained in its report on the United Nations for the year ended 31 December 2015

Report of the Secretary-General

Addendum

Summary

The present report provides information in response to the recommendations of the Board of Auditors as contained in its report on the United Nations for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II). The report is submitted in accordance with paragraph 7 of General Assembly resolution 48/216 B, in which the Secretary-General was requested to report to the Assembly at the same time as the Board of Auditors submitted its recommendations to the Assembly on measures taken or to be taken to implement those recommendations.

The Administration has accepted all of the Board's recommendations. The present report provides the Administration's comments as well as information on the status of implementation, the department responsible, the estimated completion date and the priority of each recommendation contained in the report of the Board. In addition, the present report contains updated information on the status of implementation of the recommendations of the Board for prior periods that were reported by the Board as not having been fully implemented in annex I to its report.

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I. Introduction

1. In paragraph 7 of its resolution 48/216 B, the General Assembly requested the Secretary-General to report to it on the measures that would be taken to implement the recommendations of the Board of Auditors at the same time as the reports of the Board were submitted to the Assembly. Accordingly, the present report is submitted in response to the recommendations of the Board contained in its report on the United Nations for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

2. In the preparation of the present report, account was taken of the provisions of the following General Assembly documents:

(a) Resolution 48/216 B, in particular paragraph 8, in which the Assembly requested the Secretary-General to draw attention in his reports to the recommendations of the Board that would require action by the Assembly;

(b) Resolution 52/212 B, in particular paragraphs 3-5, and the note by the Secretary-General transmitting the proposals of the Board for improving the implementation of its recommendations approved by the Assembly (A/52/753);

(c) Resolution 70/238 A, in which the Assembly, in paragraph 8, reiterated its request to the Secretary-General to ensure full implementation of the recommendations of the Board and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions in a prompt and timely manner, to continue to hold programme managers accountable for the non-implementation of recommendations and to effectively address the root causes of the problems highlighted by the Board. In paragraph 9, the Assembly reiterated its request to the Secretary-General to provide in his reports on the implementation of the recommendations of the Board a full explanation for the delays in the implementation of the recommendations of the Board, in particular those recommendations not yet fully implemented that are two or more years old; and in paragraph 10, the Assembly also reiterated its request to the Secretary-General to indicate in future reports an expected time frame for the implementation of the recommendations of the Board, as well as the priorities for their implementation and the office holders to be held accountable.

3. With regard to prioritization, it is noted that the Board categorizes the most important recommendations as "main" recommendations. While all accepted recommendations of the Board will be implemented in a timely manner, the main recommendations will be considered to be of the highest priority.

4. The Administration has concurred with all of the Board's recommendations, and comments are provided on all of them. In accordance with paragraph 9 of resolution 70/238 A, additional information has been provided on all recommendations for prior financial periods that the Board considered not to have been fully implemented.

II. Implementation of the recommendations contained in the report of the Board of Auditors on the United Nations for the year ended 31 December 2015[1]

Overview

5. Tables 1 and 2 summarize the status of implementation of recommendations as of September 2016.

Table 1
Status of implementation of main recommendations

Department responsible	*Number of recommendations*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Management	12	3	9	6	3
Total	**12**	**3**	**9**	**6**	**3**
Percentage	**100**	**25**	**75**		

6. Table 1 summarizes the status of the 12 main recommendations of the Board, of which 3 (25 per cent) have been implemented and 9 (75 per cent) are in progress. Of the 9 main recommendations that are in progress, 5 are scheduled to be implemented in 2017 and 1 in 2018; the other 3 are of an ongoing nature.

7. Table 2 summarizes the status of all 44 recommendations of the Board, of which 8 (18 per cent) have been implemented and 36 (82 per cent) are in progress. Of the 36 recommendations that are in progress, 19 are scheduled to be implemented in 2017 and 6 in 2018 and beyond; 11 are of an ongoing nature.

Table 2
Status of implementation of all recommendations

Department responsible	*Number of recommendations*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Management	40	5	35	24	11
Executive Office of the Secretary-General	1	1	–	–	–
Executive Office of the Secretary-General and Department of Management	1	1	–	–	–
Office for the Coordination of Humanitarian Affairs	1	–	1	1	–
Office of Legal Affairs	1	1	–	–	–
Total	**44**	**8**	**36**	**25**	**11**
Percentage	**100**	**18**	**82**		

[1] A/71/5 (Vol. II), chap. II.

Detailed information on implementation status

8. **In paragraph 20 of its report, to ensure the timely preparation of high-quality financial statements for the year ending 31 December 2016, the Board recommended that the Secretariat:**

(a) **Carry out a review of the lessons learned from the 2015 financial statements preparation exercise;**

(b) **Prepare more detailed accounts closure and preparation instructions and ensure that uniform processes and documentation standards were applied by all entities contributing to volume I of the 2016 United Nations financial statements;**

(c) **Ensure that finance staff at Headquarters exercised greater central control and oversight of the preparation of the financial statements and that management review at all levels was sufficiently robust to identify material misstatements before the financial statements were presented for audit;**

(d) **Derive the 2016 financial statements from the prime books of record to the fullest extent possible, making minimal use of spreadsheet accounting.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

9. The Administration carried out an online survey in September 2016 to capture lessons learned from the financial statements preparation process in order to improve the quality and timeliness of the 2016 financial statements. All major offices contributing to volume I of the financial statements on the United Nations responded to the survey. The Administration has already issued a report on the lessons learned review of the financial statements preparation process. The results of the survey will inform the financial statements preparation workshop that is scheduled for November 2016. The Administration has also put in place a number of automated accuracy controls around the financial statements preparation process that will be part of the business planning and consolidation process, which provides a high degree of automation of the production of the financial statements. This new automated process and controls, which will be applied for the first time to volume I of the 2016 United Nations financial statements, supports a shorter financial statements preparation timeline, thus allowing more time for their review at all levels.

10. The Administration has plans to improve the financial statements preparation instructions and the Accounts Division has partnered with the Umoja project team and the United Nations Office at Nairobi to update and improve the instructions.

11. Regarding the derivation of financial statements from the prime books of record, the Umoja workplan includes this development for the 2016 financial statements. It was already deployed for volume II of the United Nations financial

statements in August 2016 and has both improved the process and reduced manual interventions.

12. **In paragraph 45 of its report, the Board recommended that the Administration develop comprehensive reports which would allow departments to monitor expenditure against budgets on a monthly basis.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	High
Target date:	Not applicable

13. In September 2016, Business Intelligence Webi reports were made available in Umoja, with drill-down capabilities. The Administration also sends out monthly reports alerting clients about the status of the budget performance and highlighting areas that need further review, as well as vacancy status reports. The Webi reports were developed to assist departments and offices to monitor their expenditures in real time and to plan their work better during the biennium. As part of a continuous process improvement approach, the Office of Information and Communications Technology and the Umoja project team are collaborating with process owners to develop and enhance additional reports as required.

14. **In paragraph 46 of its report, the Board also recommended that the Administration ensure that central, periodic monitoring of expenditure against budgets was strengthened, and that the Office of Programme Planning, Budget and Accounts sought explanations from departments when spending was not in line with expectations.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	High
Target date:	Not applicable

15. As indicated in the comments above relating to the recommendation in paragraph 45 of the Board's report, the Administration has created Business Intelligence Webi reports that offer real-time information on the status of budget implementation, open obligations and parked documents that require further review and action by clients.

16. **In paragraph 47 of its report, the Board recommended that known reductions in expenditure be fully considered alongside known increases in expenditure during preparation of the first and second performance reports.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	High
Target date:	Not applicable

17. Refer to the Administration's comments above relating to the recommendations contained in paragraphs 45 and 46 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

18. **In paragraph 49 of its report, the Board recommended that the regular budget income estimates and outturn be fully disclosed in statement V to the financial statements to ensure compliance with the International Public Sector Accounting Standards (IPSAS) requirements and to enhance the information available to Member States.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

19. The Administration will present regular budget income estimates and outturn in statement V to the financial statements for the year ending 31 December 2016 alongside the budgeted and actual expenditures.

20. **In paragraph 56 of its report, the Board recommended that the Administration improve scrutiny of open commitments at year end by providing more detailed guidance on how staff should establish the need to retain them.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

21. The Administration is in the process of improving the section on commitments in the instructions on financial statements preparation with the aim of providing more guidance on the scrutiny of open commitments at year end and the criteria that staff should apply to establish the need to retain commitments.

22. **In paragraph 57 of its report, the Board also recommended that the Administration review open commitments during the year, in particular at year end, to challenge any that appeared to be retained unnecessarily.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

23. The Administration will increase its scrutiny of intended retained commitments, as recommended by the Board.

24. **In paragraph 68 of its report, the Board recommended that the Administration confirm that the Headquarters Property Survey Board was presented with information concerning the United Nations Mission for Ebola Emergency Response (UNMEER) assets gifted to other organizations in 2015, and that post facto approval was obtained as required.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

25. The Headquarters Property Survey Board reviewed cases that presented information concerning the UNMEER assets that were gifted to other organizations as well as non-UNMEER assets that were passed through UNMEER to other organizations between November 2014 and October 2015. The Assistant Secretary-General for the Office of Central Support Services approved all related minutes of the Board.

26. **In paragraph 88 of its report, the Board recommended that the Administration assess the current status of implementation of the nine recommendations of the working group on results-based management convened by the Department of Management and report on progress made in the next annual progress report on accountability.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

27. The Administration reiterates its comment, contained in paragraph 16 of the fifth progress report of the Secretary-General on the accountability system in the United Nations Secretariat (A/70/668), that it will be able to develop a more detailed plan for implementing results-based management only following the completion of the design of Umoja Extension 2. However, the Administration will provide information on the activities it has continued to implement to lay the

foundation for the effective implementation of results-based management in the next accountability report.

28. **In paragraph 90 of its report, the Board reiterated its previous recommendation that the Administration establish how and under what time frame it would be able to more closely link budget consumption with what had been delivered in terms of outputs and outcomes; and with that as the aim, set out a detailed plan for embedding results-based management as part of business as usual, defining clear responsibilities and resources.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

29. This is a complex issue that requires further review and analyses in terms of the added value of cost accounting, as a number of factors have an impact on the correlation between the two areas. For example, improvement in percentage of outputs vis-à-vis increased savings could be attributable to a number of factors beyond the Organization's control, such as increased post costs owing to post adjustment multipliers and the strength of the United States dollar. Hence, while the output continues to be delivered, the cost of delivery has decreased owing to factors beyond the Secretariat's control.

30. **In paragraph 99 of its report, the Board recommended that the Administration accelerate its current process of strengthening the performance measures used by departments to measure and report results.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

31. The strengthening of performance measures is an ongoing process. Most recently, in the context of the preparations for the 2018-2019 strategic framework, revisions to elements of the strategic framework were undertaken to make them more impact oriented.

32. **In paragraph 112 of its report, the Board recommended that the Administration set out a detailed plan for how it could make best use of current resources to improve evaluation across the Secretariat, including the level and types of reviews it needed to undertake, the skills and capacity required to perform them, and how it could learn lessons from existing approaches to cost-effectively support staff to perform self-evaluations through, for example, training staff in standard evaluative tools and techniques.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Second quarter of 2017

33. Self-evaluation in the Secretariat is the responsibility of each individual head of department and office. Only a few departments and offices have self-evaluation units; the rest have minimal or no self-evaluation capacity. The Administration does not have the resources to move forward systematically with the self-evaluation process across the whole Secretariat. However, to comply with paragraph 17 of General Assembly resolution 70/255, in which the Assembly reiterated its request to the Secretary-General to take further, concrete measures to develop capacity for evaluation within the Secretariat programmes, with support provided by the Office of Internal Oversight Services (OIOS) and external oversight bodies in terms of guidance and methodological advice, the Administration will consult with the Board of Auditors, the Joint Inspection Unit and OIOS to explore what additional measures can be taken in this regard. The results of those consultations will be presented in the next progress report of the Secretary-General on accountability.

34. **In paragraph 122 of its report, the Board recommended that the Administration ensure that the rental charge was an accurate representation of current market rates in each location.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

35. The Office of Central Support Services, in consultation with the Office of Programme Planning, Budget and Accounts and the offices away from Headquarters, will develop a standard operating procedure to reflect local market conditions.

36. **In paragraph 126 of its report, the Board recommended that the Administration review the completeness of data in the Umoja real estate module and ensure that adequate controls were in place to assure data quality.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

37. The Office of Central Support Services is developing training materials and will conduct end user and local process expert training and certification for the offices

away from Headquarters. In addition, the Office will review real estate data in Umoja for all duty stations to identify and correct discrepancies and ensure data accuracy.

38. **In paragraph 131 of its report, the Board recommended that the Administration perform utilization studies across the main locations of the Secretariat to identify the required size and composition of the estate to better support future requests for funding.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2019

39. The Office of Central Support Services is in the process of developing a standard methodology for undertaking utilization studies. The full implementation of this recommendation will depend on resource provisions in the 2018-2019 biennium budgets for all duty stations.

40. **In paragraph 135 of its report, the Board recommended that the Administration establish standard cost categories for use by each duty station to improve transparency and enable reporting of "cost of the estate per staff member" at each location.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

41. The Office of Central Support Services has coordinated a benchmarking exercise through the Inter-Agency Network of Facilities Managers that includes Headquarters and all offices away from Headquarters. The Office will further develop a key performance indicator for the cost of the estate per staff member to be used for reporting purposes as part of future benchmarking exercises.

42. **In paragraph 137 of its report, the Board recommended that the Administration establish a standard format for proposing maintenance budgets to improve comparability across duty stations.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

43. The Office of Central Support Services is expanding the methodology used in the strategic capital review for submitting capital maintenance requirements, thereby enhancing comparability of budgets across duty stations. The next report on the strategic capital review will be submitted to the main part of the seventy-second session of the General Assembly.

44. **In paragraph 141 of its report, the Board recommended that the Administration design a common set of performance metrics to help benchmark performance across each duty station.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

45. Refer to the Administration's comments above relating to the recommendation contained in paragraph 135 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

46. **In paragraph 143 of its report, the Board recommended that the Administration design a common set of performance measures to improve consistency of reporting to Member States.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

47. Refer to the Administration's comments above relating to the recommendation contained in paragraph 135 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

48. **In paragraph 154 of its report, the Board recommended that the Administration review the current resource model for the Overseas Properties Management Unit to determine whether it had the capacity and skills to fulfil current and future levels of demand.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

49. As noted in paragraph 28 of the report of the Secretary-General on the strategic capital review (A/70/697), owing to the significant age, number and value

of the buildings and infrastructure assets owned by the Organization and included in the scope of the strategic capital review and the immediate work required to improve the assets, the workload of the Overseas Properties Management Unit has increased significantly since 2010. The last time the Unit was strengthened, the total value of ongoing construction projects was only about $48 million whereas as of 2016, the total value is more than $900 million, with additional projects in planning valued at over $100 million. In this context, the Secretary-General intends to review the capacity of the Unit and make proposals in the next proposed programme budget for the biennium 2018-2019.

50. **In paragraph 157 of its report, the Board recommended that the Administration formalize use of the Overseas Properties Management Unit project management guidelines on all major construction projects.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

51. The Office of Central Support Services will develop and promulgate a policy to formalize the use of the Overseas Properties Management Unit project management guidelines for all major construction projects following consultation with all relevant parties.

52. **In paragraph 160 of its report, the Board recommended that the Administration consider how best to improve the consistency of estates management by: (a) developing a global estates strategy; or (b) defining a standard approach to developing local estates strategies, ensuring that the impacts of wider business transformation initiatives on future estates requirements were taken into account.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

53. The Office of Central Support Services will expand the scope of the next report on the strategic capital review to incorporate a global estates strategy.

54. **In paragraph 166 of its report, the Board recommended that the Office of Human Resources Management strengthen its performance monitoring mechanisms, including re-establishing the Performance Review Group as proposed, to improve the performance of entities that had not achieved targets on staff recruitment times, vacancy rates and completion of performance appraisals.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

55. The Office of Human Resources Management will re-establish the Performance Review Group, as recommended by the Board.

56. **In paragraph 169 of its report, the Board recommended that the Administration develop indicators for handling disciplinary cases. Those indicators should cover: (a) the proportion of referrals that led to a case being initiated; (b) the length of time between referral and case initiation; (c) overall case durations; and (d) case outcomes. The indicators should be used to support improvements in the processes for referring and handling cases.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

57. The Department of Management, in coordination with other relevant departments and offices of the Secretariat, will develop the relevant indicators for the handling of disciplinary cases.

58. **In paragraph 179 of its report, the Board recommended that outreach services specifically cover unrepresented countries and underrepresented countries to increase the number of selections from these locations.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

59. The outreach activities of the Office of Human Resources Management specifically target unrepresented and underrepresented Member States. Within limited resources, only some of those countries can be visited. There is thus also a need to visit "multiplier countries" where many persons from various unrepresented and underrepresented countries live and study. Placement of the candidates on the roster of the young professionals programme depends on the availability of posts at Professional levels 1 and 2 for a given period. In consultation with departments and offices, the Office will place a number of candidates on the roster.

60. **In paragraph 186 of its report, the Board recommended that the Office of Human Resources Management: (a) analyse the additional capabilities required**

of Umoja to better implement the mobility framework, incorporating features such as the capture of baseline data on movements, even when there was no change in duty station, the capture of the vacancy rate by job network, enhanced tracking of expenditure and the putting in place of checks and validations to ensure that the recording of information by all entities was consistent, within a definite timeframe; and (b) monitor the trend of movements between duty station categories and try to increase movement between different categories, to better realize the organizational goals linked with mobility.

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

61. Although staff members are encouraged to express interest in at least one position located in a different duty station with a different classification from their current official duty station, the final placement recommendation is made by the job network board or the Senior Review Board and approved by the Assistant Secretary-General for Human Resources Management or the Secretary-General. The job network board will therefore consider the human resources organizational priorities, such as the goal to increase the number of movements between duty stations, in its recommendations. In an effort to strengthen staff members in planning their careers to consider all types of options for mobility and various career paths, especially to other locations, the Office of Human Resources Management will strengthen its career support services specifically for this pool of participating staff members in the managed mobility exercise.

62. **In paragraph 198 of its report, the Board recommended that the Learning, Development and Human Resources Services Division: (a) consider more focused inputs while preparing the budget to ensure better compliance in terms of achievement of targets; (b) identify causes for underachievement, and take suitable corrective action, to ensure achievement of targets for all objectives and outputs specified in the programme budget; (c) make efforts to increase the sample sizes for surveys to obtain feedback and implement the standardized surveys early, which would generate more reliable data to support conclusions drawn therefrom; (d) put in place a mechanism to evaluate the impact of services offered and of the underachievement of targets; and (e) ensure that performance on all parameters set out in the programme budget were measured, documented and reported upon.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2020

63. The identification of underachievement, corrective action and the evaluation of the impact of services offered will take place after the completion of the budget cycle. The implementation of this recommendation will therefore take some time.

64. **In paragraph 214 of its report, the Board recommended that the Medical Services Division: (a) design survey questionnaires to seek specific feedback suggestions for improvements; (b) put in place well-defined protocols and adequately train staff to ensure that avoidable delays owing to deficient documentation were reduced to the minimum, enabling faster medical clearances; and (c) define parameters to measure achievement of the goals related to its strategic activities.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

65. With regard to part (a) of the recommendation, the design of health-care satisfaction surveys is a technical discipline which the Medical Services Division does not have in-house. Surveys developed without appropriate expertise can deliver misleading data, paradoxically measuring parameters that are not in any way related to the apparent content of the survey. This issue has been extensively studied by health-care regulators in government and industry. Accordingly, the Division has identified a suitable externally developed, validated, multilingual health-care satisfaction survey and its procurement is under way. The Administration notes that part (b) of the recommendation will be rendered obsolete by the implementation of the new medical clearance process, which will not require submission of documents but rather completion of an online screening questionnaire. Regarding part (c) of the recommendation, the definition of parameters to measure achievement of goals in strategic activities will be a priority area of work for the Division in 2017.

66. **In paragraph 235 of its report, the Board recommended that the Procurement Division review long-term agreements beyond five years to assess whether it would be appropriate to seek fresh solicitations or to make additional agreements with other leading vendors at competitive prices.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

67. The Procurement Division reviews all long-term agreements as part of its usual practice. Prior to the initiation of a solicitation exercise, the Division and requisitioning departments review and discuss specific needs and requests to ensure that the best options are chosen. The specific case referred to by the Board falls

under standardization and was approved by the Architecture Review Board. The Administration considers this recommendation to be fully implemented.

68. **In paragraph 241 of its report, the Board recommended that, in cases where exceptionally low bids were accepted, appropriate performance security clauses and key performance indicators for the vendor were automatically included in contracts to protect the interests of the United Nations. The release of payments under those contracts should also be subject to increased scrutiny to ensure that commensurate value had been delivered.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

69. The Office of Central Support Services is paying special attention to the cases where exceptionally low bids are accepted and will include appropriate performance security clauses and key performance indicators in contracts. With regard to increased scrutiny before payment, contract managers will be encouraged to pay special attention to all contracts. In addition, the Procurement Division will continue to provide contract management training to requisitioning departments.

70. **In paragraph 245 of its report, the Board recommended that requisitioning departments, in consultation with the Procurement Division, take steps to improve monitoring of contract delivery and ensure that awarded contracts were completed before their expiry.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

71. The Office of Central Support Services will continue to encourage requisitioning departments to ensure that contract management training is undertaken by all relevant staff. It should be noted, however, that the majority of the cases cited by the Board are for services that are used on an "as needed" basis and that pose no risk to the Organization if they are not utilized.

72. **In paragraph 251 of its report, the Board recommended that the Procurement Division, in consultation with the Umoja project team, perform a comprehensive review to ensure data integrity and to strengthen data input controls in Umoja; and explore how to strengthen performance measurement tools for vendors, for end-to-end process costs and for quality and staff performance under Umoja Extension 2.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

73. The Administration's comments are reflected in paragraphs 247, 248 and 250 of the Board's report.

74. **In paragraph 256 of its report, the Board recommended that the legal framework for the granting of funds to partners should be formally introduced into the Financial Regulations and Rules.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

75. The Administration's comments are reflected in paragraph 257 of the Board's report.

76. **In paragraph 264 of its report, the Board recommended that the Administration develop a common principles-based framework for the management of partners that would specify the key procedures to be performed by all Secretariat entities. To facilitate the development of the common framework, the Secretariat should conduct an end-to-end review of the project management life cycle, including consultations with key stakeholders and a review of all current practices.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Third quarter of 2017

77. The Office of Programme Planning, Budget and Accounts is working with counterparts to develop a common principles-based framework for the management of partners.

78. **In paragraph 269 of its report, the Board recommended that the Administration finalize, and issue under appropriate authority, its standard template agreement with implementing partners to include appropriate anti-fraud, sanctions and audit clauses.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2017

79. The Administration will continue to work on issuing a standard template agreement to implementing partners. This is one of the action plans of the Enterprise Risk Management working group on implementing partners.

80. **In paragraph 270 of its report, the Board reiterated its previous recommendation to establish information-sharing mechanisms on implementing partners that covered due diligence procedures, implementation issues and performance evaluations performed by United Nations entities and partners with which they had worked.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

81. The Administration will continue to work on issuing corporate guidance on due diligence procedures, implementation monitoring and performance evaluations of implementing partners. This is one of the action plans of the Enterprise Risk Management working group on implementing partners. With regard to information sharing with United Nations entities, the procurement network of the High-level Committee on Management was requested to establish a task force to assess the feasibility of adapting the United Nations Global Marketplace as a platform for tracking fraud cases related to implementing partners.

82. **In paragraph 283 of its report, the Board recommended that the Office for the Coordination of Humanitarian Affairs ensure that the new assurance framework was uniformly applied and embedded across country offices. In particular, the Office urgently needed to improve the collation and analysis of data on the results of monitoring activities performed during the year to confirm that there was sufficient assurance that funds had been applied for the purposes intended.**

Department responsible:	Office for the Coordination of Humanitarian Affairs
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

83. The Administration's comments are reflected in paragraph 284 of the Board's report.

84. **In paragraph 286 of its report, to ensure that the shortcomings in the present systems were addressed, the Board recommended that the Administration conduct a comprehensive review of the functionality of existing grants management systems and the information needs of users and other stakeholders before finalizing the scope of Umoja Extension 2.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

85. Umoja Extension 2 requires the continuous active involvement of the process experts designated by the business process owners. Consultations will be undertaken as part of the normal design process and verifications will be performed during the regular test cycles. This particular functionality is included under the programme management component of the budget formulation project and as part of the implementing partners project.

86. **In paragraph 292 of its report, the Board recommended that the Administration develop appropriate project-level risk guidance that supported the wider Secretariat approach to risk management.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

87. The Administration is developing guidelines on how all Secretariat entities can implement an effective Enterprise Risk Management framework on the basis of the common policy and methodology that was endorsed by the Management Committee.

88. **In paragraph 296 of its report, in the light of the delays noted, the Board recommended that the Administration reassess the realism of the timelines set out in the risk action plans approved in June 2015.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

89. The Administration will reassess the timelines as recommended by the Board.

90. **In paragraph 303 of its report, the Board reiterated its previous recommendation that the Administration develop a detailed implementation plan for all elements of enterprise risk management that set out a clear timetable, milestones, deliverables and the resources required.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

91. The Administration has been implementing enterprise risk management with very limited human resources (one Professional post and half time of a General Service post). Notwithstanding the limited resources, substantive progress has been made in this area as follows: a detailed enterprise risk management policy framework and methodology have already been provided to the focal points and working group members; enterprise risk management policies and procedures for staff to follow at departmental levels are being prepared; a Secretariat-wide high-level risk assessment has been implemented; and an action plan for mitigating these risks is being implemented, and periodic reports on the progress achieved are presented quarterly to the Management Committee, acting as the enterprise risk management committee of the Secretariat. In addition, several communication and training activities have been implemented Secretariat-wide to move the enterprise risk management efforts forward. Addressing the rest of the Board's recommendations will require additional resources. The Secretariat will prepare a detailed implementation plan for all elements of enterprise risk management that sets out a clear timetable, milestones, deliverables and the resources required.

92. **In paragraph 312 of its report, the Board reiterated its previous recommendations on fraud and strongly encouraged management to review its approach to involving local law enforcement authorities in investigations of wrongdoing.**

Department responsible:	Office of Legal Affairs
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

93. The Administration reiterates its comments contained in paragraph 124 of the report of the Secretary-General on implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2014 on the United Nations and on the capital master plan (A/70/338 and Corr.1). In this connection, and with a view to ensuring that all credible allegations of fraud are referred to Member States for their action, the Office of Legal Affairs issued a circular on 29 January 2016 to all heads of department and office, as well as to the heads of United Nations funds and programmes reminding them to inform the Office of Legal Affairs of all credible allegations of criminal conduct by their officials and

experts on mission so that the Office can refer the allegations to national authorities, as appropriate. The Administration considers this recommendation to be fully implemented.

94. **In paragraph 328 of its report, the Board reiterated its previous recommendation that the Management Committee assess whether it had the tools and capabilities to support it in managing the organizational improvement programme, and that it devise a plan to address any gaps.**

Department responsible:	Executive Office of the Secretary-General
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

95. The Management Committee maintains an overall strategic role in providing coherence and oversight to the Secretary-General's business transformation agenda. Particular attention is paid to addressing gaps and risks, as well as monitoring implementation of related recommendations of the main oversight bodies. The Management Committee does not manage the day-to-day operational aspects of the individual transformation projects since they all have their individual steering and/or governance committees, which report to the Management Committee periodically.

96. **In paragraph 329 of its report, the Board also reiterated its previous recommendation that the Administration establish a formal approach to managing and improving operations to enable continuous reform and improvement in departments.**

Departments responsible:	Executive Office of the Secretary-General and Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

97. The Administration has been using a formal approach for the implementation of reform processes by assigning the oversight role to the Management Committee and establishing steering committees, as well as designating project owners and process owners with specific functions, responsibilities and reporting procedures.

III. Implementation of the recommendations contained in the reports of the Board of Auditors on the United Nations for prior financial periods

Overview

98. In paragraph 9 of its resolution 70/238 A, the General Assembly reiterated its request to the Secretary-General to provide in his reports on the implementation of

the recommendations of the Board of Auditors a full explanation for the delays in the implementation of the recommendations of the Board, in particular those recommendations not yet fully implemented that were two or more years old.

99. In annex I to its report on the United Nations for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II), the Board provided a summary of the status of implementation, as of 30 June 2016, of its 63 extant recommendations relating to prior financial periods. Of the 63 extant recommendations, 6 (9 per cent) had been fully implemented, 22 (35 per cent) were under implementation, 32 (51 per cent) had not been implemented and the remaining 3 (5 per cent) had either been overtaken by events or closed by the Board.

100. The overall status of implementation of the recommendations contained in the Board's reports for the last four financial periods, as of June 2016, is shown in table 3.

Table 3

Overall status of implementation of the recommendations of the Board of Auditors from prior periods as of 30 June 2016

Period report No.	*Implemented*	*In progress*	*Closed by the Board overtaken by events*	*Total*
2008-2009/(A/65/5 (Vol. I), chap. II)	60	6	6	72
2010-2011/(A/67/5 (Vol. I), chap. II)	25	3	12	40
2012-2013/(A/69/5 (Vol. I), chap. II)	4	22	2	28
2014/(A/70/5 (Vol. I), chap. II)	1	23	2	26
Total	**90**	**54**	**22**	**166**
Percentage	**54**	**33**	**13**	**100**

101. Table 4 summarizes the overall situation as at September 2016 for the 54 recommendations that the Board assessed to be in progress as of 30 June 2016.

Table 4

Status of implementation of extant recommendations from prior periods considered not fully implemented in annex I to the report of the Board of Auditors for the year ended 31 December 2015

Department responsible	*Number of recommendations*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Management	38	7	31	22	9
Department for General Assembly and Conference Management and Department of Management	1	–	1	1	–
Department of Field Support and Department of Management	2	–	2	–	2
Department of Management and Office of Internal Oversight Services	1	–	1	–	1

Department responsible	*Number of recommendations*	*Implemented*	*In progress*	*Target date set*	*No target date*
Department of Management and Ethics Office	1	1	–	–	–
Department of Political Affairs	1	1	–	–	–
Executive Office of the Secretary-General	1	1	–	–	–
Office for the Coordination of Humanitarian Affairs	3	–	3	3	–
Office of Internal Oversight Services	1	–	1	1	–
Office of Legal Affairs	1	1	–	–	–
Multiple departments	4	–	4	3	1
Total	**54**	**11**	**43**	**30**	**13**
Percentage	**100**	**20**	**80**		

102. As indicated in table 4, of the 54 extant recommendations from prior periods that were considered not fully implemented by the Board, 11 (20 per cent) were subsequently implemented and 43 (80 per cent) were in progress as of September 2016. Of the 43 recommendations that were in progress, 5 are scheduled to be implemented before the end of 2016, 22 in 2017 and 3 between 2018 and 2020, and 13 are of an ongoing nature.

103. In the last paragraph of the summary of its report on the United Nations for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II), the Board observed that overall, the priority given to implementing Umoja in 2015 had consumed resources to the extent that the Administration did not make sufficient progress in implementing the Board's recommendations, particularly in relation to areas of long-standing concern to the Board such as counter-fraud measures, enterprise risk management, business transformation, financial management and accounts preparation.

104. The Administration agrees with the Board's observation and notes that the uncharacteristically low implementation rate is also attributable to the following additional factors:

(a) Prior to the adoption of IPSAS, the Board's follow-up on the implementation of its recommendations contained in volume I of its report was undertaken on a biennial basis rather than annually. The Administration has requested all departments and offices covered by volume I to adjust the timing of their follow-up processes accordingly;

(b) Some of the recommendations are of an ongoing nature as they relate to the major transformational projects that are in progress;

(c) The simultaneous implementation of the Secretary-General's transformation agenda (IPSAS, Umoja, mobility, global service delivery model, etc.) has placed a huge demand on the same group of staff members that would ordinarily also be involved in implementing the Board's recommendations.

Detailed information on implementation status

Report of the Board for the year ended 31 December 2014[2]

105. **In paragraph 28 of its report, the Board recommended that the Administration transform the finance function into a more strategic value-adding service and that it support that transformation with a wider financial management training programme to enhance financial literacy and management across the Organization.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter 2017

106. The Administration is continuing its efforts to pilot the professional financial management training through the Chartered Institute of Public Finance and Accountancy and, in addition, it has trained key finance managers in the areas of risk management and internal controls.

107. **In paragraph 40 of its report, the Board recommended that the Administration: (a) develop standard approaches and methodologies for measuring the costs of providing services to internal and external users; and (b) identify how Umoja could support more transparent recording, analysis and reporting of the full costs of activities.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

108. This recommendation will continue to be implemented in a phased manner over multiple years. However, as of 1 July 2016, the Umoja services delivery module had been rolled out to peacekeeping and special political missions. As part of this exercise, peacekeeping and special political missions submitted activity types and rates to be included in the United Nations consolidated service catalogue. Now that the service delivery module is operational across the Secretariat, the Administration will begin to focus on reviewing and refining the costing of services, which includes the Secretariat-wide review of the service catalogue. In addition, a workshop on cost recovery was held in September 2016 with broad representation from across the Secretariat, which focused on the principles governing cost recovery, harmonizing best practices and reviewing Umoja functionality.

109. **In paragraph 55 of its report, the Board recommended that the Administration develop the tools, capacity and capability to generate comprehensive and detailed information that could be used to better**

[2] A/70/5 (Vol. I), chap. II.

understand, manage and control staff costs and to provide more accurate, timely and complete management information to support decision-making.

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

110. The Administration reiterates its comments contained in paragraph 19 of the report of the Secretary-General on implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2014 on the United Nations and on the capital master plan (A/70/338 and Corr.1), and it stands ready to explain the issues and components driving the management of staff costs. The Administration considers this recommendation to be implemented.

111. **In paragraph 60 of its report, the Board recommended that the Administration examine the underlying causes of the differences in average medical insurance claim costs to determine whether there was scope to reduce the costs of administering the medical insurance schemes.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2016

112. The Office of Programme Planning, Budget and Accounts is monitoring the average claim costs, including through regular meetings with the third-party administrators to review claim details and assess the need to further analyse certain types of costs or to modify the design of the plans. A series of meetings of the Health and Life Insurance Committee is scheduled to take place during the fourth quarter of 2016 with the respective third-party administrators. The holding of these meetings has now been established as an annual practice.

113. **In paragraph 64 of its report, the Board recommended that arrangements be made to conduct an open-book audit of the third-party administrators to provide assurance over the accuracy of reported costs and activities performed by the Administration's agents and to confirm that they had complied with their contractual obligations. The inspection rights under those contracts should be exercised regularly in future.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

114. A request for proposals has been published by the Procurement Division to identify an audit firm to conduct the next two open-book audits. The solicitation process will close in early November 2016.

115. **In paragraph 74 of its report, the Board reiterated its recommendation to the Secretariat to expedite work on developing workforce planning as a matter of urgency.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

116. Following the pilot project in the Medical Services Division, a workforce planning user guide was developed and piloted in field operations. The Department of Field Support also launched an online workforce planning training programme to build capacity for implementation of the new methodology. Multiple field operations, including the United Nations Interim Force in Lebanon and the Regional Service Centre in Entebbe, Uganda, have undertaken workforce planning pilot projects consistent with the new methodology. The next steps are: (a) to mainstream workforce planning in each entity; (b) to implement a workforce planning approach for mobility; and (c) to integrate workforce planning with the budget process as well as other talent management processes. Monitoring mechanisms will also be established at the global and entity levels, as appropriate.

117. **In paragraph 80 of its report, the Board recommended that the Secretariat: (a) develop an appropriate mechanism to ensure that budget and human resources functions presently handled in silos by the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts were better coordinated to improve strategic human resources planning; (b) review job profiles to ensure that each post was categorized within an appropriate job family and network using a common standard classification system; and (c) consider the scope for developing a workforce planning module in the scope of Umoja.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

118. As the Administration continues to deploy and enhance Umoja, there will be better process and information management between the budget and human resources management functions. The Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts are part of the Umoja Extension 2 deployment.

119. **In paragraph 83 of its report, the Board recommended that the Administration review, update and rationalize the current delegations of authority.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

120. The Secretary-General's bulletin on delegation of authority in the administration of the Staff Regulations and Rules (ST/SGB/2015/1) was promulgated in April 2015.

121. **In paragraph 84 of its report, the Board also recommended that the Administration produce a consolidated policy document that clearly set out delegations of authority and that the Office of Human Resources Management establish an assurance and oversight framework to monitor the exercise of delegated powers and ensure that they were exercised in conformity with the approved policy.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

122. In addition to the promulgation of the Secretary-General's bulletin mentioned above, an administrative instruction detailing in a comprehensive and consolidated manner with the delegation of authority has been prepared and is being finalized, taking into account the new operational realities resulting from the implementation of Umoja.

123. **In paragraph 92 of its report, the Board recommended that the Office of Human Resources Management monitor the implementation of the Secretary-General's bulletin on employment and accessibility for staff members with disabilities in the United Nations Secretariat (ST/SGB/2014/3).**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

124. The Third Committee will consider the report of the Secretary-General on this subject (A/71/344) during the seventy-first session of the General Assembly. The

relevant administrative instruction will be prepared after the issuance of the related General Assembly resolution.

125. **In paragraph 93 of its report, the Board recommended that the Administration address gaps in access to data on sick leave for comprehensive and timely reporting, and develop capability to gather information on key health-care parameters covering all its clients across the United Nations system for more comprehensive reporting on status and policy issues.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

126. The Medical Services Division has engaged with the Umoja project team to capture all sick leave data, including uncertified sick leave and sick leave for less than 20 days, which was previously not visible to the Division. The integration of the EarthMed and Umoja systems had to be developed and is now ready for roll-out in the fourth quarter of 2016. At the same time, the work to roll out the Division's electronic records system to field duty stations and create interfaces with United Nations agencies, funds and programmes is ongoing. The Division is also exploring options regarding the establishment of a sick leave dashboard and management reports to allow better organizational overview of sick leave utilization. Data visibility on sick leave for the Division depends solely on the availability of reliable absence data in Umoja.

127. **In paragraph 98 of its report, the Board recommended that the Office of Human Resources Management: (a) consider capturing information on the spans of control of first and second reporting officers with a view to identifying cases where such spans were unacceptably large compared with office norms; (b) consider enhanced data analytics for additional dashboard reports that would facilitate analysis of individual performance grading of individual employees; and (c) consider enhancing system applications to aggregate information on individual development plans and training activities to be undertaken.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

128. A comprehensive proposal on performance management was submitted to the General Assembly at its seventieth session, but deliberation on the proposal was postponed. The Secretary-General has since focused his attention on changing the performance management process to address the root cause of the challenges faced. These challenges lie in the culture and behaviours related to performance management in the Organization. The focus is now primarily on three areas aimed at

promoting greater accuracy and credibility of the performance management system: (a) improving managers' ability to manage performance (e.g., manager's toolkit and training); (b) providing increased human resources expertise and support (e.g., clinics and training for human resources staff); and (c) increasing the objectivity, transparency and consistency of the performance management system (e.g., publication of ratings, issuance of rating guidance and working with senior managers to ensure more consistent and balanced rating distribution). To address performance management in a more holistic way, the Office of Human Resources Management is also developing a new leadership model. This is an integrated framework that will outline the organizational expectations to managers, supported with learning programmes and tools, and will implement accountability measures to hold them accountable. Regarding part (c) of the recommendation, aggregate data on the specific contents of personal development plans are not currently available. Through online guidance and training, staff members and managers are encouraged to link development plans with training activities. However, enhanced integration of the ePerformance and learning modules in Inspira is under consideration.

129. **In paragraph 104 of its report, the Board recommended that the Office of Human Resources Management expedite the progress and resolution of disciplinary cases and develop a centralized monitoring system to track the number of ongoing investigations of alleged misconduct from the stage when a complaint was formally lodged or recommended by OIOS.**

Departments responsible:	Department of Management and Office of Internal Oversight Services
Status:	In progress
Priority:	Medium
Target date:	Ongoing

130. The Administration continues to make every effort to expedite the disciplinary process in cases referred for disciplinary action. The Administration is also working on establishing a central intake mechanism to keep track of all investigations in the Organization.

131. **In paragraph 122 of its report, the Board recommended that the Secretariat:**

(a) **Develop detailed enterprise risk management policies and procedures for staff to follow at departmental levels of the Organization to supplement the guidance in place for managing the critical enterprise risks;**

(b) **Develop a detailed implementation plan for all elements of enterprise risk management that sets out a clear timetable, milestones, deliverables and resources required;**

(c) **Increase the level of communication and training provided to staff on enterprise risk management policies and procedures;**

(d) **Consider the acquisition of appropriate tools, including software, to support the implementation of enterprise risk management;**

(e) **Introduce regular progress reports to inform the Management Committee of the status of implementation of enterprise risk management throughout the Organization and to provide assurance that risks are being managed and mitigated effectively.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

132. Refer to the Administration's comments above relating to the reiterated recommendation contained in paragraph 303 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

133. **In paragraph 128 of its report, the Board reiterated its previous recommendations on fraud and strongly encouraged management to take concerted and urgent action to strengthen its counter-fraud policies and procedures.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

134. In the context of very limited resources, the Administration has been making efforts to strengthen its counter-fraud policies and procedures. The first step in that direction was the promulgation on 9 September 2016 of an information circular on the Anti-Fraud and Anti-Corruption Framework for the United Nations Secretariat (ST/IC/2016/25).

135. **In paragraph 136 of its report, the Board recommended that the Administration review the United Nations Procurement Manual and associated guidance material to clarify the circumstances in which delegated authority could be exercised and to indicate the criteria to be applied to determine when issues should be referred to a higher body.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	High
Target date:	Not applicable

136. In order to provide more clarity on the circumstances in which issues shall be referred to a higher body, the document processing authority for the Procurement Division was revised to offer guidance on how to deal with major changes and

process amendments to contracts. The Administration considers this recommendation to be fully implemented.

137. **In paragraph 138 of its report, the Board recommended: (a) that procedures be stipulated to ensure greater coordination between the Department of Field Support and the Procurement Division in the chartering of aircraft so as to obviate the possibilities of engaging aircraft in excess of requirements or those that did not conform to technical specifications; (b) that the process of technical evaluation of proposals be strengthened; (c) that such procedures should include an effective post-contract technical confirmation of the technical compliance of the aircraft provided by the vendor with the specifications stipulated in the bid documents; (d) that an accountability mechanism be put in place to ensure that contract actions were initiated only after adequate planning with reference to mandate, strategy and technical specifications.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

138. The Administration has made every effort to ensure that the aircraft services acquired for peacekeeping missions meet technical specifications and requirements that are based on the missions' mandates and concepts of operations. Improvements were made in the acquisition process by involving peacekeeping missions from the time the statements of requirements were first developed. When the Department of Field Support receives a mission's requirements, the information is carefully reviewed, especially with regard to air charter solicitations, to ensure that the requirements are developed on the basis of logistical needs rather than on specific aircraft type. Similarly, improvements in the solicitation method were made through increased coordination with the Procurement Division and through the increased use of requests for proposals to procure the most suitable aircraft services. One of the most notable improvements introduced has been the inclusion of missions in the process of technical evaluation of specialized and highly complex requirements to ensure that their requirements are better met through combined efforts.

139. **In paragraph 142 of its report, the Board recommended that the Administration continue to enhance its procurement and contract management capability by continuing its efforts to develop a career path for procurement professionals. This should include further training and other avenues, for example outward secondments, and the continued recruitment of procurement professionals.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

140. The Office of Central Support Services and the Department of Field Support have introduced a policy mandating completion of the contract management course by all staff members who perform contract management functions. Compliance is monitored by the Department of Field Support. Since contracts expire at different times, contract management is dynamic and, consequently, the total number of staff members who manage contracts varies in accordance with the validity of the contracts. In addition, completion of the procurement courses in the online procurement training campus is mandatory for staff members holding a delegation of procurement authority. Furthermore, subject to funding, the Secretariat will continue to enrol staff in a range of procurement certification courses leading to accreditation and certification by internationally recognized procurement training and professional institutions.

141. The Office of Central Support Services is holding discussions with the Office of Human Resources Management on: (a) moving procurement officers from the Management and Operations Support (MAGNET) job network for the managed mobility exercise to the Logistics, Transportation and Supply Officers (LOGNET) job network; and (b) establishing procurement as a distinct job network for the young professionals programme. Additionally, the Office of Central Support Services is exploring other options with the Office of Human Resources Management, including the possibility of exchange programmes with other United Nations entities.

142. **In paragraph 169 of its report, the Board recommended that the Department of Political Affairs work with all involved entities to develop a target operating model for the provision of support to all special political missions that clearly defined roles and responsibilities, the resources required and how performance would be measured.**

Department responsible:	Department of Political Affairs
Status:	Implemented
Priority:	High
Target date:	Not applicable

143. There is a service level agreement between the Department of Political Affairs and the Department of Field Support. The Department of Political Affairs, in coordination with other relevant departments, has also issued a number of guidance documents to provide instructions to staff and managers in different aspects of their interaction with and support of special political missions.

144. **In paragraph 178 of its report, the Board recommended that the Administration strengthen its efforts to monitor and enforce compliance with the 16-day advance purchase rule by special political missions, including by developing a suite of management information reports that provided key information on the date of ticket purchases, the class of travel and the cost of flights.**

Departments responsible:	Department of Field Support, Department of Political Affairs and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

145. The Office of Central Support Services expects departments to monitor their compliance with the 16-day advance policy, as the Department of Field Support indicated it does (see A/70/338, para. 65). Moreover, until the deployment of Umoja cluster 5, most of the travel volume in the Department of Field Support will be processed using the legacy system, so the Department will have to monitor and report using that system. The Office of Central Support Services continues to work with the Umoja business intelligence team to develop management and key performance indicators reports.

146. **In paragraph 184 of its report, the Board recommended that the Administration develop a range of financial performance indicators for measuring and reporting travel costs and compliance with the 16-day advance purchase rule, which would promote greater cost consciousness and compliance with travel policies.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2016

147. The Office of Central Support Services, in cooperation with the United Nations Office at Geneva, is developing key performance indicator reports and dashboards utilizing Umoja business intelligence to support management information and decision-making. One key performance indicator is the advance purchase measure.

148. **In paragraph 197 of its report, the Board recommended that the Administration establish a formal approach to managing and improving operations to enable continuous reform and improvement in departments.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

149. Refer to the Administration's comments above relating to the reiterated recommendation contained in paragraph 329 of report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

150. **In paragraph 199 of its report, the Board recommended that the Administration urgently enhance its capability to coordinate ongoing transformation projects.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

151. The main transformational projects have been implemented under the leadership of the Under-Secretary-General for Management and the supervision of the respective steering committees and the Management Committee. The Under-Secretary-General for Management is also the corporate risk owner for the area of transformational projects and has designed a comprehensive risk treatment plan that is currently being implemented. The successful implementation of IPSAS, Umoja and the capital master plan attest to the effectiveness of this approach. The Administration considers this recommendation to be implemented.

Report of the Board for the biennium ended 31 December 2013[3]

152. **In paragraph 29 of its report, the Board recommended that the Administration establish how and under what time frame it would be able to more closely link budget consumption with what had been delivered in terms of outputs and outcomes; and with this aim in mind, set out a detailed plan for embedding results-based management as part of business as usual, defining clear responsibilities and resources.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	High
Target date:	Not applicable

[3] A/69/5 (Vol. I), chap. II.

153. The current budget format provides results-based costing at the subprogramme level. In addition, for specific projects across the Secretariat, costing is often provided at a more detailed level. The level of costing, therefore, is adjusted to the specific needs of the respective decision-making process. The Administration considers this recommendation to be implemented.

154. **In paragraph 36 of its report, the Board recommended that the Management Committee assess whether it had the tools and capabilities to support it in managing the organizational improvement programme, and that it devise a plan to address any gaps.**

Department responsible:	Executive Office of the Secretary-General
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

155. Refer to the Administration's comments above relating to the reiterated recommendation contained in paragraph 329 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

156. **In paragraph 44 of its report, the Board recommended that the Administration develop plans for the production of monthly management accounts and improved financial reports to management, drawing on the opportunities being provided by IPSAS and the new enterprise resource planning system.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

157. The Administration has taken another major step towards the production of monthly management accounts and improved financial reports to management by developing an automated process for the production of the financial statements. In the meantime, the Administration continues to provide regular financial management updates to the Management Committee, supported by improved reporting through the Umoja business intelligence system.

158. **In paragraph 48 of its report, the Board recommended that the Administration, as part of its work on enterprise risk management, develop a strategy to enhance the accountability and internal control framework, including the development of a "statement on internal control" or equivalent document. This replaced the Board's previous recommendation on internal control (A/67/5 (Vol. I), chap. II, para. 171).**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

159. The Administration is planning to have a pilot "statement of internal controls" produced with the 2017 financial statements for peacekeeping operations. The statement of internal controls, as endorsed by the Management Committee, will be based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework. A team has been formed to implement the plan and its members have been trained. Further, the internal control objectives have been articulated by the Controller and endorsed by the Management Committee.

160. **In paragraph 56 of its report, the Board recommended that the Administration develop a deeper understanding of its cost base and therefore the capability to compare and benchmark its administrative overheads and the performance of its business functions to drive more cost-effective delivery. That might entail creating a general ledger of analysis codes for administrative and programme expenditure (and classifying each transaction to the appropriate code).**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2017

161. Umoja already enables better understanding of the cost base of the Organization's support services. The implementation of this recommendation should be seen in the context of the Administration's responses to newer recommendations on cost issues.

162. **In paragraph 77 of its report, the Board recommended that the Administration perform a review of the budget process and implement an improved end-to-end budget process, including the information and communications technology elements of Umoja Extension 2.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2019

163. The budget formulation project is now under way as part of Umoja Extension 2. The Administration is also reviewing the budget processes for potential improvements

as a follow-up to the recommendations contained in the report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446).

164. **In paragraph 103 of its report, the Board recommended that the Office for the Coordination of Humanitarian Affairs require clusters and technical review boards to strengthen the consideration of previous project and implementing partner performance when recommending a project for approval by the humanitarian coordinator. This should include an assessment of:**

- **The non-governmental organizations concerned, including past delivery performance across United Nations entities, and due diligence on the company and key individuals**
- **The type of project, including the likelihood of successful delivery of the intended benefits, for example distribution of cash vouchers (high risk) versus construction (lower risk)**
- **The location of the project and the ability to monitor progress**

Department responsible:	Office for the Coordination of Humanitarian Affairs
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

165. Some country offices of the Office for the Coordination of Humanitarian Affairs have introduced the performance index offline. The development of the grants management system module for the performance index is on schedule and should be introduced for all funds by end of 2016. A capacity assessment tool with standardized categories and standardized weighting for assessing the capacity of non-governmental organizations was introduced in September 2016. The scoring of non-governmental organizations allows a common application of assessed categories such as financial, programmatic, technical, etc., for potential partners. Country-based pooled funds are now ready to begin using the performance index methodology for dynamic partner risk management.

166. Country-based pooled funds liaise with inter-cluster technical working groups and committees to ensure that allocation papers identify criteria for the prioritization of recommended projects. The prioritization process may include weighing the respective risks of programming type, geographic location and partner type, depending on what the fund, the Humanitarian Coordinator and the advisory board may require or recommend. The performance index for partners will also be a criterion for clusters and the secretariats of the fund to gauge partner performance and, consequently, determine applicable control mechanisms.

167. The Administration is also developing a dashboard to capture planned versus completed monitoring activities. This will support fund managers, heads of office and Office headquarters by providing an overview tracking of monitoring activities.

168. **In paragraph 114 of its report, the Board recommended that the Office for Coordination of Humanitarian Assistance work with other United Nations**

entities to establish formal requirements for information sharing on the performance of implementing partners in each country office.

Department responsible:	Office for the Coordination of Humanitarian Affairs
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

169. To improve and share monitoring systems, a workshop was held in the second quarter of 2016 on monitoring in high-risk environments, which brought together fund managers and staff to discuss the way forward and best practices in monitoring methodologies. Consultations with fund managers highlighted that many country-based pooled funds face significant challenges in implementing their monitoring plans in high-risk environments, and the Office for the Coordination of Humanitarian Affairs has committed to increase support in this area. As indicated above, the Office has developed a dashboard to support fund managers and Office headquarters to capture planned and completed monitoring activities.

170. **In paragraph 125 of its report, the Board recommended that the Office for the Coordination of Humanitarian Affairs accelerate implementation of the improved controls established in the global guidance and accountability framework. That should be done with a more risk-based and flexible approach to the management of implementing partners in country operations involving: (a) risk assessments to vet implementing partners to create a pool of trusted suppliers; (b) revised funding arrangements where high-risk implementing partners would receive an initial payment lower than the current initial 80 per cent payment; (c) enhanced monitoring arrangements where, for example, high-risk projects should be subject to interim audits/inspections using audit access rights, while monitoring of lower-risk projects could be based on visits from regional staff; and (d) working with the Office of Legal Affairs to strengthen the current memorandum of understanding between the Office for the Coordination of Humanitarian Affairs and implementing partners.**

Department responsible:	Office for the Coordination of Humanitarian Affairs
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

171. With regard to part (a) of the recommendation, as noted above, a capacity assessment tool with standardized categories and standardized weighting was introduced by the Office for the Coordination of Humanitarian Affairs in September 2016. The scoring of non-governmental organizations allows a common application of assessed categories for potential partners such as financial, programmatic, technical, etc.

172. Regarding parts (b) and (d) of the recommendation, funding arrangements and the grant agreements have been revised and the operational modalities have been rolled out across all of the funds. The Office has made good progress on monitoring and the roll-out of systems to ensure compliance, and will address the concerns noted by the Board and fully implement the recommendation by December 2017. The Administration acknowledges that continued progress must be made to fully implement part (c) of the recommendation on monitoring and to ensure that all data are systematically available to improve tracking and compliance.

173. **In paragraph 136 of its report, the Board recommended that the Administration raise awareness of fraud risks by establishing a clear code of conduct (recognizing that a code of conduct would include requirements wider than fraud), reinforced through regular communication of fraud issues and through mandatory training courses for all staff.**

Departments responsible:	Executive Office of the Secretary-General, Ethics Office, Department of Management and Office of Internal Oversight Services
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

174. To raise awareness of fraud risks, the Executive Office of the Secretary-General, in collaboration with the Department of Management and OIOS, launched on 16 September 2016 the Leadership Dialogue for 2016 entitled "Fraud awareness and prevention: how do I fit in?" In addition, an online training course has been prepared, entitled "Preventing fraud and corruption at the United Nations", and is in the process of being digitized and uploaded into the Inspira system. Once uploaded, the Ethics Office will work with the Office of Human Resources Management to make the training course mandatory. The Ethics Office is also updating "Putting ethics to work: a guide for United Nations staff" to provide staff with additional guidance.

175. **In paragraph 142 of its report, the Board recommended that the Administration conduct a comprehensive fraud risk assessment, using in-depth research in high-risk areas, to determine the Organization's vulnerabilities and exposure to risks of fraud from both internal and external sources.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

176. The Administration has initiated plans to conduct a comprehensive fraud risk assessment that will be finalized by December 2017.

177. **In paragraph 143 of its report, the Board also recommended that the Administration support the development of OIOS as a central expert resource to support and work with departments to assess, analyse and act upon all significant fraud risks.**

Departments responsible:	Executive Office of the Secretary-General, Department of Management and Office of Internal Oversight Services
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

178. Following the promulgation of the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat in September 2016, the Department of Management, in consultation with the Executive Office of the Secretary-General, will discuss with OIOS the latter's role as a central expert resource for dealing with fraud risks.

179. **In paragraph 147 of its report, the Board recommended that the Administration review and rationalize the current suite of policy and guidance material on fraud and other misconduct to provide staff and others with clarity concerning the correct procedures to follow when a fraud is discovered.**

Departments responsible:	Department of Management and Ethics Office
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

180. The Anti-Fraud and Anti-Corruption Framework for the United Nations Secretariat promulgated in September 2016 provides comprehensive information and guidance to United Nations staff, other categories of personnel and entities that have a contractual relationship with the Secretariat on how to prevent, recognize and address fraudulent and corrupt acts. It also sets out the responsibilities of every concerned party with respect to the fraud prevention measures that the Secretariat has in place and the principles to which third parties in contractual arrangements with the Secretariat, including vendors, suppliers and implementing partners, must adhere. The Administration considers this recommendation to be implemented.

181. **In paragraph 148 of its report, the Board also recommended that the Administration establish a central intake mechanism for all reporting of staff grievances and suspected fraud, allowing the cases to be properly screened and assessed and sent to the right part of the Organization for action, and facilitating improved data collection.**

Department responsible:	Office of Internal Oversight Services
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2017

182. OIOS, in consultation with key stakeholders, is considering possible approaches for establishing a central intake mechanism.

183. **In paragraph 151 of its report, the Board recommended that the Administration develop a framework of actions and arrangements for the systematic legal pursuit of all proven cases of fraud.**

Department responsible:	Office of Legal Affairs
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

184. Refer to the Administration's comments above relating to the reiterated recommendation contained in paragraph 312 of the report of the Board for the year ended 31 December 2015 (A/71/5 (Vol. I), chap. II).

185. **In paragraph 155 of its report, the Board recommended that the Administration update and enhance its whistle-blowing policies and procedures to cover the risk of both internal and external wrongdoing.**

Departments responsible:	Executive Office of the Secretary-General, Ethics Office and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

186. Exhaustive policy amendments to the Secretary-General's bulletin entitled "Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations" (ST/SGB/2005/21) have been proposed by the Administration and are pending approval after consultations with the Staff-Management Committee.

187. **In paragraph 159 of its report, the Board recommended that the Administration develop an integrated strategic approach to tackling fraud, drawing on the many practical examples of good practice being adopted across the world and adapting these to the Organization's circumstances. The first step would be assessing and understanding the type and scale of fraud threats to which the United Nations was exposed.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2017

188. The Administration has initiated plans to conduct a comprehensive fraud risk assessment that will be finalized by December 2017.

189. **In paragraph 164 of its report, the Board recommended that the Administration develop a medium- to long-term strategic workforce strategy and operational workforce plans. These should be informed by a review of the Organization's strategy that identified any gaps in headcount, grades, knowledge and skills.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2020

190. Although workforce planning should be undertaken in the context of the Organization's strategy, there is no single Secretariat-wide strategy, but rather individual "strategies" in each department, office and mission, consistent with the concept of entity-level mandates, strategic frameworks, budgets and staffing tables. It would be difficult to develop one comprehensive Secretariat-wide workforce plan. It is the view of the Administration that each entity should undertake its own workforce planning process as part of the strategic planning, led by programme managers and facilitated by the human resources function, to ensure that gaps are well understood. The Office of Human Resources Management and the Field Personnel Division plan to encourage individual entities to undertake workforce planning, working closely with the human resources focal points in each entity, and to provide support in the form of guidance, training, analytical tools and the sharing of best practices. Some progress has recently been made in this regard, specifically as pertains to issuing guidance to field operations and developing an online workforce planning training programme. In addition, workforce planning across entities is being conducted in support of the new staffing system being implemented.

191. **In paragraph 169 of its report, the Board recommended that the Administration establish performance measures of the effectiveness of the recruitment process around getting "the right person, with the right skills, to the right position, at the right time and at the right cost".**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

192. The recommended performance measures can be established only by evaluating the delivery of mandates. The rate of delivery of mandates is monitored and reported through the budget performance of the respective programmes. With respect to human resources management performance, new performance measures will be provided in the 2018-2019 strategic framework to be reported upon. In addition, a number of strategic objectives of human resources management are monitored and reported through the human resources scorecard.

193. **In paragraph 170 of its report, the Board also recommended that the Administration perform an end-to-end review of the recruitment process to identify opportunities to reduce the lead time to recruit from the point at which a vacancy occurred until the post was filled.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

194. The end-to-end recruitment process was reviewed in the context of the development of the process for the new staff selection and managed mobility system. The first new staff selection system exercise is ongoing and the recruitment timeline will be reported after the completion of the exercise.

195. **In paragraph 177 of its report, the Board recommended that the Administration develop a skills strategy for staff based on an improved understanding of current capability and existing skills gaps such as commercial skills for major projects, and on the skills required following the implementation of IPSAS and the roll-out of Umoja, such as professional training in financial management skills to lead financial management improvement and provide more strategic advisory services to the wider business.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

196. The learning and career support strategy incorporates the skills strategy for staff in cross-cutting areas and supports the development of core values and

competencies in general. In addition, the strategic framework for 2014-2015 indicates that it is the responsibility of the Office of Human Resources Management to promote organizational culture change in the Secretariat in order to address new requirements and needs. The skills to be developed through the Office are, as indicated above, cross-cutting and based on the Organization-wide priorities, e.g., change management, development of competencies, development of managerial skills, etc. The strategy for the development of technical or substantive skills is decentralized to departments. Additionally, the Office has been facilitating skills training for human resources staff to support the new and enhanced functionality of Umoja. Training is ongoing for local process experts to provide support to end users. The Administration also substantially increased the training budget to support the roll-out of Umoja cluster 3.

197. **In paragraph 184 of its report, the Board recommended that the Administration review and improve the appraisal system to enable more effective monitoring of performance trends and implementation of remedial action or rewards following completion of staff performance evaluations.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

198. The Office of Human Resources Management reviewed and improved the appraisal system in 2015-2016. The system changes, including the new dashboards in Human Resources Insight, have resulted in enhanced monitoring of performance trends such as rating distribution and compliance statistics. Additionally, the Inspira Learning Management System has increased its capacity to deliver more reliable data on performance management training. The Office has also reviewed and improved its monitoring of the implementation of remedial actions. This is done primarily through online surveys to the human resources staff and executive offices and through Umoja business intelligence. The Administration considers this recommendation to be fully implemented. It should be noted that there is no formal reward system linked directly to the performance management system. However, the International Civil Service Commission has been mandated to work on a non-financial reward scheme. The Office welcomes the discussions within the Commission and the General Assembly on performance incentives and is ready to implement future decisions of the Assembly in this respect.

Report of the Board for the biennium ended 31 December 2011[4]

199. **As indicated in paragraph 95 of its report, the Administration agreed with the Board's recommendation that it require all staff to have undertaken contract management training prior to taking up contract management responsibility. Such training should cover key aspects of contract management**

[4] A/67/5 (Vol. I) and Corr.1 and 2, chap. II.

such as contract administration, vendor relationship management, risk management, and performance evaluation and management.

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

200. The Office of Central Support Services will continue to urge departments to ensure that contract management training is undertaken by all relevant staff and will coordinate with the relevant offices and the Management Committee to require contract management training to be made mandatory for all contract managers, as recommended by the Board.

201. **As indicated in paragraph 130 of its report, the Administration agreed with the Board's recommendation that the Department of Management review the delegations granted to the United Nations Office at Vienna and the United Nations Office at Geneva to ensure that delegated procurement authority was sufficiently clear.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

202. The review of delegations of authority granted to the United Nations Office at Vienna and the United Nations Office at Geneva is still in progress and will be resolved in the context of the global service delivery model.

203. **As indicated in paragraph 145 of its report, the Administration agreed with the Board's recommendation that it: (a) develop more outcome-focused objectives and indicators of achievement; (b) establish clear chains from indicators of resource use and activity, through indicators of output to achievement of high-level objectives; and (c) make subparagraphs (a) and (b) a clearly articulated responsibility of the Under-Secretaries-General for their respective departments.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

204. The Committee for Programme and Coordination endorsed the proposals of the Administration regarding outcome-oriented strategic frameworks. Refer to the report

of the Committee on its fifty-fifth session (A/70/16) and General Assembly resolution 70/8, in which the Assembly endorsed the Committee's recommendations.

Report of the Board for the biennium ended 31 December 2009[5]

205. **As indicated in paragraph 25 of its report, the Administration agreed with the Board's recommendation that it: (a) plan for the automated preparation of the financial statements under Umoja; and (b) without waiting for the implementation of Umoja, enhance internal documentation on the preparation of the financial statements and, more generally, on all financial procedures, notably by updating the Financial Manual.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	First quarter of 2017

206. The financial statements of the United Nations peacekeeping operations for the year ended 30 June 2016 were issued using the financial statements module of Umoja. The Administration plans to issue volume I of the financial statements of the United Nations for the year ending 31 December 2016 using Umoja, and it is also preparing a new Finance Manual.

207. **In paragraph 62 of its report, the Board recommended that the Secretariat define a strategy to streamline and further automate the management of voluntary contributions, along the lines of the redesign of assessed contributions procedures.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

208. The Administration is continuing its efforts to stabilize the Umoja grants processes by the end of 2016, which will facilitate a more streamlined approach to the management of voluntary contributions.

209. **As indicated in paragraph 66 of its report, the Administration agreed with the Board's recommendation to develop indicators to measure the processing times for contributions.**

[5] A/65/5 (Vol. I), chap. II.

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2016

210. The Administration continues to develop key indicators to measure the processing time of contributions.

211. **In paragraph 160 of its report, the Board recommended that the Secretariat strengthen internal controls to ensure the accuracy of its payable and receivable balances with counterpart entities as at the end of the financial period.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	First quarter of 2017

212. The Administration will put in place a process of balance confirmation as part of the year-end financial statements preparation process, to be piloted for volume I of the United Nations financial statements for the year ending 31 December 2016.

213. **In paragraph 387 of its report, the Board recommended that the Administration draw up a schedule by which the staff members who had not taken the mandatory training programmes would be obliged to do so in a close time limit (one year or 18 months), and that the effective implementation be verified.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	First quarter of 2017

214. Deployment of Inspira to the field is progressing well. It is expected that by March 2017, staff members who have been in the Organization for more than six months will have completed their mandatory training, or have been reminded to do so. The reminders will be scheduled every three months until the training is completed.

215. **As indicated in paragraph 437 of its report, the Administration agreed with the Board's recommendation that it take appropriate measures to ensure that the "Carbon" project was interfaced with Umoja.**

Departments responsible:	Department for General Assembly and Conference Management and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

216. As reported in paragraphs 84 to 88 of the Secretary-General's eighth progress report on the enterprise resource planning project (A/71/390), conference and event management is one of the key subprojects comprising Umoja Extension 2; it is scheduled to be designed, built and deployed starting in the last quarter of 2016. The decision on whether to build an interface with Umoja will depend on the outcome of the analysis and design stages of the project. The substance of this recommendation will be addressed by the conference and event management processes, which may include interfacing Umoja with other systems depending on the outcome of the review to determine which system provides the best support for the end-to-end business process requirements.

IV. Interim follow-up on the handling of information and communications technology affairs

217. In paragraph 336 of volume I of its report for the year ended December 2015 (A/71/5 (Vol. I), chap. II), the Board of Auditors noted that there were 21 extant recommendations relating to its two previous audit reports on the handling of information and communications technology affairs in the Secretariat, all of which were in progress. In paragraph 337, the Board acknowledged that while the nature of its recommendations meant that some would take time to implement, it had seen evidence that the Administration, and the Office of Information and Communications Technology in particular, was committed to implementing the recommendations and had plans in place.

218. The Administration will include a detailed update on the implementation of the Board's recommendation in the next report of the Secretary-General on implementation of the information and communications technology strategy for the United Nations Secretariat.